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Second Edition (Edited)

INTELLIGENCE RESEARCH FACILITIES AND TECHNIQUES

Annex I--Analysts' Files

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C-O-N-F-I-D-E-N-T-I-A-L**INTELLIGENCE RESEARCH FACILITIES AND TECHNIQUES****Annex I--Analysts' Files****TABLE OF CONTENTS**

	<u>Page No.</u>
A. Major types of files	1
1. Document folders	1
2. Card files	3
a. Advantages and disadvantages	3
b. Sizes	5
c. Types of cards	6
d. Use of cards vs. paper	9
e. Problems of attaching material to cards	9
f. Combined document and card files	10
3. Notebook files	10
4. Book and periodical files	11
B. File headings	12
1. File tabs	12
2. Types of file headings	13
3. Organizing file headings	15
a. Methods of organizing	16
b. Principles of establishing subject headings	17
C. Regulating file expansion	20
1. Eliminating material filed elsewhere	20
2. Eliminating outdated material	21
3. Eliminating unused materials	22
4. Consolidating materials	23
5. Eliminating unclassified materials	23
6. Eliminating unneeded paper and other material	24
D. Project files	24

C-O-N-F-I-D-E-N-T-I-A-L

A. Major Types of Files

Analysts may have one or more of several types of files--cards, document folders, notebooks, and books and periodicals. Each type has its advantages and disadvantages. All except the last require a considerable investment of analyst time in processing material for the file; however, when using files for writing a report the book and periodicals files require much more exploitation time than the others. Each of these types of files is discussed in detail below.

If the analyst's files are new, or are small, the decisions he makes on the type of files he will keep are of critical importance, because once the files have expanded it is difficult to make major changes. For this reason it is best to think in terms of a filing system that permits expansion without loss of efficiency in use and also provides for retirement of obsolete materials. In making his decision, the analyst should consider not only the types of files he likes best but also those that will be easiest to maintain by his successor when he moves on.

The Records Management Staff, in the DDS, is available to help the analyst with setting up files and with filing problems. RMS has been establishing a uniform administrative filing system throughout the Agency, and has also assisted analysts and branches with their intelligence information files.

1. Document Folders

Files consisting of document-size folders are particularly desirable for documents, but they may also be used for material of many sizes. It is best to begin such files with legal-size rather than letter-size

C-O-N-F-I-D-E-N-T-I-A-L

folders, for many documents are of legal size and most Agency filing cabinets are of legal size. For analysts' files it is best to use manila folders rather than the green or gray heavy-duty pressboard folders; the latter require three times the space and are much more expensive. Pressboard is desirable only for the few individual folders which receive constant use. To save space, it is best to use manila folders which do not have metal fasteners. This not only saves space, but also saves the time required to punch holes in documents and place them on the fasteners. Metal fasteners are needed only when material is to be filed chronologically, and analysts seldom need to stress this feature--chronological order can be obtained simply by consistently putting the most recent information either in the rear or the front of the folder.

A major problem in the use of document folders arises from the fact that documents frequently cover more than one subject. Such documents may be filed (a) in a miscellaneous folder; (b) under the subject which is the dominant one; (c) under the one subject heading, with reference slips under the other headings; (d) under each subject occurring in the document, either by reproducing sufficient copies or by cutting the one document into parts.

The last two methods are the better ones. The first method becomes self-defeating; the miscellaneous folder gets so large that too much time is consumed in finding information on a specific subject. The second method is also self-defeating; to find complete information on any one subject it is necessary to look in all other folders.

C-O-N-F-I-D-E-N-T-I-A-L

To keep document files from expanding rapidly the analyst normally should file only the cover page and those pages having material of value. Frequently a lengthy document will have only one or two pages of value. Methods of keeping files from expanding rapidly are discussed in detail below.

As indicated in the discussion of card files, the use of both document folders and card files may eliminate some of the disadvantages of each type when it is used singly.

2. Card Files

a. Advantages and Disadvantages

Card files have the advantage of being smaller and more easily handled than document files. This results in greater convenience and significant time saving, particularly when the analyst reaches the stage of sorting and otherwise organizing his data during the analytical and writing phases of a project. He can then more easily compare bits of information, eliminate duplication, and determine the best sequence for presentation. By contrast, if he is working from two or three large documents each dealing with many subjects it is physically impossible to arrange the bits and pieces in proper order without clipping them apart.

Card files are the best means of making readily available the small bits of intelligence information which analysts obtain in large volume. In many subject fields, a large part of the intelligence information is received not in the form of massive documents dealing with only one subject, but as paragraphs or individual sentences found in documents discussing other items.*

* This is particularly true in fields such as the production of Soviet military goods, electronics, and machinery, where information is still scarce.

C-O-N-F-I-D-E-N-T-I-A-L

Card files require much less space than do document folders. This saving is enhanced by the fact that, instead of filing an entire document or a full page, the analyst often clips out the individual paragraph which has value and pastes this on a card. This method also reduces the amount of material the analyst must read when he looks for information in the file. Although individual paragraphs could also be placed in a document folder, there would be relatively little saving of space unless a number of paragraphs were pasted on one sheet, but this could be a handicap when arranging the material for writing a report.

With card files it is normally possible to have a more detailed subject breakdown than with document folders. With document folders the more detailed subject breakdown is possible only if the documents are clipped apart. This greater detail of subject headings in card files saves reading time when the analyst looks for information filed under a particular subject.

Card files have a major disadvantage which must be weighed against their advantages: they normally require much more processing time than do document folders. Processing includes clipping and pasting and may involve typing of sentences or paragraphs from documents which cannot be clipped.

Another disadvantage is that bulky documents are difficult to file in card files. For this reason it is usually best to have also a document folder in which single-subject bulky documents are filed. A report separated into parts placed in different sections of a card file would be difficult to use if the analyst needed to study the report as a whole. The majority of documents, however, can be clipped and placed in a card file with little or no loss of value.

C-O-N-F-I-D-E-N-T-I-A-L

b. Sizes

When the analyst is setting up a card file that has the prospect of expanding considerably, he should give serious consideration to the size that he will adopt. Because so little material can be placed on one card, the small 3"x5" size is not suitable for files that will contain factual information. Furthermore, most documents are 8 inches wide, and individual paragraphs cannot be clipped out and pasted on the 3"x5" cards. Cards of this size are suitable only for files that will have a small amount of information per card, such as glossary, bibliography, or serial numbers. If a larger card size is adopted for information files, however, it is generally best to have all other card files of the same size, so it will not be necessary to have several separate card files, each containing a different size of card.

Most CIA analysts have standardized on the 5"x8" size for their card files. Cards of this size are large enough to hold a considerable amount of information and yet small enough to permit easy manipulation. In addition, most documents are 8 inches wide, so paragraphs can be clipped out and pasted on 5"x8" cards, or a larger portion of the document can be cut directly to the 5"x8" size. Letter-size pages (8"x10 $\frac{1}{2}$ ") can be folded once and will fit into a 5"x8" file with only a quarter inch projecting above the remainder of the file. Documents reproduced by CIA Library from aperture cards are printed on paper measuring 7 $\frac{1}{2}$ "x10". The image of the document itself, however, is usually slightly smaller than 5"x8",* so individual pages can be easily cut down to the 5"x8" size by using a paper cutter or scissors.

* In ordering documents reproduced from microfilms and aperture cards the analyst can, if necessary, specify (under "Remarks" on Form 1395) that the image should be smaller than 5"x8".

C-O-N-F-I-D-E-N-T-I-A-L

A few branches have selected the 4"x6" size for their card files. The major disadvantage of this size is that standard document width is 8 inches, and most documents cannot be cut down to a 6-inch width. In the early 1950's the CIA Library experimented with putting intelligence information on IBM cards. At that time a few branches converted their card files to the IBM size, 3 $\frac{1}{4}$ "x7-3/8. The experiment was abandoned, and a number of branches found themselves handicapped in being committed to this odd card size, which is too small to contain very much information.

If an analyst or branch is handicapped by having card files of less than standard 5"x8" size, there are two easy means of converting the files to 5"x8". (a) The easiest method is to paste the smaller cards on 5"x8" cards. If there is material on the back of the smaller card, it can be typed on the back of the 5"x8" card before mounting. (b) Another method is to microfilm the entire card file and then have prints made from the microfilm on 5"x8" size paper. This can be done when the file is microfilmed for the Vital Materials Center.

c. Types of Cards

The analyst has a choice of using blank cards or paper, forms specially printed either in his own office or by the Agency printing plant, or commercially printed forms such as McBee Keysort or Flexi-sort cards. Commercially printed forms may be stock items or may be printed to meet specific requirements.

Printed forms are used primarily to provide spaces for the source citation and for area and subject headings. Boxes can be provided in the form for each item normally occurring in a source citation, thus

C-O-N-F-I-D-E-N-T-I-A-L

assuring that source citations on cards will be complete. If the boxes on the form are in the same order as that required by Agency standards for source citations,* much time and editorial effort will be saved when lists of sources are prepared from the cards. Typing a citation in boxes, however, is slower than typing the same citation continuously in one or two lines.

Printed forms can be designed to speed the process of putting file headings on cards. If the names of countries and subjects are printed across the top margin of the card, either a black grease-pencil mark, or a piece of colored Scotch tape can be used to show the areas and subjects covered by information on the card.** This method also provides a visible index to subjects and areas covered by the card. When the cards are in the file the analyst can see from the position of the black mark or the colored Scotch tape which cards deal with a particular country or subject.

Printed or dittoed forms are particularly useful when the analyst has one or more special files in which the information is of a standardized nature. For example, if an OSI analyst is making a comparative study of 50 selected individuals in an important scientific field, it would save considerable time if he decided in advance the facts about each individual he is interested in. A form could then be reproduced containing spaces for each of the items. In this way he has a check list of each item desired, so he does not miss any of the desired information given in sources;

* Agency standards for source citations are given in CIA, OCD (OCR), CIA Library, CIA/CD/17, Feb 1955, How to Document Intelligence Reports, C. There are some modifications of these standards in individual offices.

** OCR/GR and the Chemicals Branch of ORR Materials Division (M/CH) use the colored tape on printed card forms. GR uses the Scotch tape only on the top margin; M/CH uses the tape on all four margins of the card. A sample of the OCR/GR form is shown in Part C of this text.

C-O-N-F-I-D-E-N-T-I-A-L

he can tell which information is missing, and he can institute collection action if necessary; when he begins his study, he can compare the individual facts about the 25 scientists by looking in the same position on all the cards.

The Flexisort and McBee Keysort cards have one or more rows of elongated or round holes along the four margins of the card. Printed below each hole is a number or letter, and below the number or letter may be printed the information that the letter or number represents, such as date, name, value, commodity code, or country. On special order, each hole can be made to represent a country or subject word. The holes are notched with either a hand or machine punch. This notching permits the cards to be sorted by pushing a needle or skewer into one hole in a stack of cards and lifting. Cards which have been notched for that hole will fall out; those which have not been notched will stay on the needle. The cards can be ordered in 5"x8" or any other size.

As indicated in Part F of this text, these cards are useful for correlating two or more areas and/or subjects, if the number of cards is not too great. If, however, the number of cards totals several thousands, it may save time if one of the Agency's IBM facilities were called on to punch the information on IBM cards. In addition, machine listings of the data can be made from IBM cards, which are often much easier to work with than are stacks of cards.

Use of McBee or Flexisort cards is probably not advisable for most analysts' files. The processing of these cards requires many more man-hours than do other systems, and the recovery of any particular type or item of information may require more time than do the other systems.

C-O-N-F-I-D-E-N-T-I-A-L

Several offices which have tried these systems for their information files have finally filed the cards between normal file dividers and discontinued the coding and punching of new cards. A major disadvantage of the system is that finding information on any one subject requires use of the needle on the entire card file. In addition, with frequent use some of the punched holes break through, and some cards fall out incorrectly.

d. Use of Cards vs. Paper

Some consideration should be given to the use of bond paper in the card file. Cards are about 2.5 times thicker than bond paper but are somewhat easier to handle and are more permanent. Only a very few items in a file, however, will be given frequent enough use to make it necessary to have them on cards. When several copies of an item must be typed for the files, it is possible to make as many as 5 or 6 legible carbon copies if paper is used (more than 6 legible carbon copies can be made on an electric typewriter), but no more than 2 or 3 legible carbon copies can be made if a card is used.

e. Problems of Attaching Material to Cards

One of the major advantages of the 5"x8" size is that a section of a document can be clipped to that size, and individual paragraphs from documents can be pasted on cards. When clipping documents, a shearing paper cutter is much faster than scissors. When attaching paragraphs from documents, periodicals, and other sources, an analyst may use library paste, rubber cement, Scotch tape, or staples. Library paste causes paper to bulge. Scotch/piece must be pasted around each side of the item being attached to the card. After a few years the adhesive bleeds from beneath the Scotch tape, causing adjoining cards to stick together. Staples take

C-O-N-F-I-D-E-N-T-I-A-L

from two to three times more space than a card, and up to 15 times more space than a piece of bond paper, and it is difficult to place cards in files because the staples catch on cards and on each other. Rubber cement can be applied quickly by using either tube or brush to place a rectangular or oval-shaped streak of cement around the outer edges of the item to be pasted (it is not necessary to cover the entire back of the item). Some of the rubber cement available in tubes does not hold properly, but rubber cement in bottles holds fast for years.

If the material covers two or more cards, the cards can be held together at the top by a short strip of Scotch tape. Material on the back side of cards should be pasted or typed so the entire item can be read simply by flipping up pages from the bottom.

Additional suggestions on preparing cards for card files are contained in Part D of this text.

1. Combined Document and Card Files

For some analysts the best arrangement is to have both document folders and a card file. The document folder is used for documents of more than one page, which might be difficult to clip to 5"x8" size. The card file includes all shorter materials, including references to the document folders. When the analyst looks at a section of his card file on one subject, he knows that it contains all the material on the subject, including references to documents in the document folders. In addition, the card file might also contain bibliographic references and photographs.

3. Notebook Files

Some analysts keep their files in ring-binder notebooks. Individual notebooks may be used to cover individual subjects, or divider tabs

C-O-N-F-I-D-E-N-T-I-A-L

may be used if the notebook covers more than one subject. In addition to typing excerpts and pasting individual paragraphs from documents on notebook paper, some analysts also file in the notebook pages from documents. Bulky documents might be filed in a document folder; the notebook would then contain a reference to the document.

The notebook file has the advantage of being compact and permitting the analyst to see all the information on a particular subject with a minimum of page turning. To achieve compactness, however, it is necessary to type or paste a number of items on each notebook page, with a consequent loss of efficiency during the writing of a report.

The notebook file probably is most successful if the analyst has a small or moderate amount of information on his subject. If, however, he receives and must file large volumes of information, the system is more time consuming to maintain than are some other systems.

4. Book and Periodical Files

Books and periodicals from the Bloc have become increasingly important sources of intelligence information, particularly for analysts who read the language of the area in which they specialize. Since almost all Bloc books and periodicals are unclassified, they can be kept in book cases or in unlocked filing cabinets. Normally, the analyst's book collection contains a small number of standard reference works on his subject and area and some books covering in detail the important aspects of his subject. In most cases, the analyst does not have so many books that he has an organization problem. There should be a frequent culling of books to eliminate old editions and those books which have not been used in the past year. Books which do not receive use but might have general value should be sent to the CIA Library. Technical magazines which are no longer needed should also be sent to the CIA Library.

C-O-N-F-I-D-E-N-T-I-A-L

B. File Headings

In most card or document files it is generally desirable to show on each individual item the subject and area dealt with in the item. This may be done by circling or underlining pertinent words in the heading of the item or by writing or typing file headings on the item. File headings permit the analyst to return the item to the proper part of the file after each use without rereading the item. There are a number of ways to increase the efficiency of files by organizing the file tabs and file headings placed on the tabs. These are discussed in detail below.

1. File Tabs

File tabs project above the documents or cards in a file. They may extend across the entire width of the file, or they may be half-, third-, quarter-, fifth-, or sixth-cut tabs. A file made up of folders may use the tabs on the folders, and it may also use file dividers--press-board cards which have file tabs. Card files normally require the use of file tabs.

Files which have headings in alphabetical or numerical order might use tabs staggered from left to right; for example, on third-cut tabs the first item would use the left tab; the second item, the middle tab; and the third item, the right tab. File headings which follow an outline can show a subject's rank in the outline (whether it is major, or Roman numeral heading; secondary, or capital letter; tertiary, or Arabic numeral; quaternary, or lower case letter) in one or a combination of the following ways: (a) By position. All the major or Roman numeral headings could be put on the left hand tab of third cut tabs, capital letter headings on the

C-O-N-F-I-D-E-N-T-I-A-L

middle tab, and Arabic numeral headings in the right hand tab. (b) By size. Full tabs, extending the width of the file, could be used for Roman numeral headings; half-cut tabs, for capital letter headings; and third-cut tabs for Arabic numeral headings. (c) By color. Roman numeral headings could be placed on tabs with dark colors, such as blue, green, or red; capital letter headings could be on lighter tabs such as orange; the lowest rank headings could be on the lightest tabs, such as light yellow or white.

Two different filing systems can be incorporated in one file through the use of tab headings for the one system and colored flags or colored Scotch tape placed on the individual cards for the second system. For example, the tab headings might show areas and subjects, such as Soviet copper; the colored flags or Scotch tape might indicate that the individual card deals with production, raw material inputs, and/or prices. Colored flags could be used also to point out a few high priority items, such as indications of shortages or guided missile or atomic energy information. Putting the flags or tape on the cards is time-consuming and can result in backlogs of unfiled cards.

2. Types of File Headings

Whether file headings are for areas or for subjects, there is a variety of ways of writing the file headings, both on the tabs and on the individual cards or documents in a file. On the tabs, it is usually best to write out the full subject or area heading. If the amount of material to be filed is relatively large, the analyst should consider various alternatives to writing out the full subject or area headings on each card. These alternatives include the following:

C-O-N-F-I-D-E-N-T-I-A-L

(a) Abbreviations. These might include Prod. for production; Inv. for inventory; MV for motor vehicles; RR for railroads; POL for petrol, oil, and lubricants.

(b) Outline letters and numbers. If the subjects covered by the file have been organized logically, they probably can be given outline letters and numbers. Thus part of the outline of subjects might be as follows:

- III. Motor vehicles
 - A. Production
 - 1. Five-year plan figures
 - 2. Actual production
 - B. Foreign trade

If a card or document deals with motor vehicles--production--five-year plan figures the item can be marked IIIA1 if the outline method is used, rather than writing out all the words. If this method is adopted, the tab headings in the files should show both the outline letter and number and the written-out subject. This aids both the analyst and the file clerk in filing and locating material. In practice it is probably best to use capital letters for major headings instead of Roman numerals so that, in the example above, instead of writing IIIA1 the outline would be CIA, which would be three characters instead of five. Writing the Roman numerals could become ^{major}cumbersome if the outline had XVIII/headings.

(c) CIA Library Intelligence Subject Code (ISC). This code

25X1

C-O-N-F-I-D-E-N-T-I-A-L

25X1

(d) The Dewey decimal system. This has some of the same disadvantages as has the ISC.

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3. Organizing File Headings

It is important that file headings follow a logical order so that file clerks can file material with a minimum of mistakes. In addition, logical file headings permit other members of the office to use the files when questions arise in the analyst's absence. The organization of file

C-O-N-F-I-D-E-N-T-I-A-L

~~C-O-N-F-I-D-E-N-T-I-A-L~~

headings should be as simple as possible. The more complex the system, the sooner it breaks down--particularly if the analyst or supervisor who originated the system leaves. However, practical considerations may dictate that two different methods of organization be used, such as filing everything by subject except trip report documents, which are filed by area.

a. Methods of Organizing

Following are some of the methods to be considered in organizing file headings:

(a) Chronologically. In a few areas, such as in parts of OCI, it might be most important to have information filed by date. This method would have little value for a substantive analyst, for to recover information on any one subject he would have to remember the content of each document as well as its date.

(b) By issuing agency, such as Army, or Navy. This also would have little value.

(c) By type of source or content, such as PW, attache trip, or photo intelligence. Occasionally some items may be filed in this way for a particular purpose--keeping a separate file of photo intelligence reports, for example.

(d) By subject. This type of file is best for the subject specialist. The subjects for which the analyst would want file headings might include one or more of the following: organizations, such as ministries or institutes; attributes of information, such as shortages, surpluses, or complaints; activities, such as research, production, transportation, administration, testing, or export-import; types of equipment, such as bombs,

C-O-N-F-I-D-E-N-T-I-A-L

missiles, aircraft, or medicines; inputs or outputs; names of individuals; names of plants. If the analyst has only a subject breakdown, the file encourages obtaining primarily a national picture. To obtain a picture of one region, the analyst has to look under each subject heading for information on the one region.

(e) By country (or area). If the analyst works on several countries or areas, he might have a file for each country, broken down by subject under each and generally using the same or a similar subject breakdown for each.

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b. Principles of Establishing Subject Headings

Even if the analyst has a well established file, it is profitable for him to review his file headings occasionally. As files develop three deficiencies often emerge: two or more sections of the file begin to cover similar information; some headings lack clearcut meanings; and some headings are so general that they have a large amount of material in them, and therefore require breaking down.

~~C-O-N-F-I-D-E-N-T-I-A-L~~

When the analyst is setting up new file headings or reviewing established file headings, he may find it profitable to follow these steps: (a) He should look at his field of subject responsibility in the abstract and write out a list of all subjects which he considers within his subject responsibility. The mission, functions, and substantive responsibility of the branch and of the analyst should be kept in mind. At first, no thought should be given to arranging items in any order. (b) He should then add from his existing file headings any subjects not included in the list. It may also be profitable to review available standing requirements for CIA, State, and Defense, as well as file headings used by his opposite numbers. The CIA ISC should also be reviewed. (c) The list of subjects should then be arranged in outline form. This arrangement will reveal inconsistencies and omissions which can be corrected. The outline can then be used for subject headings for the file, keeping in mind any specific exceptions, such as special files of attache trip reports. ⁽¹⁾ After the file has been in use for some time it is advisable to look at material filed under any miscellaneous headings, as well as material filed under a major heading --material which could not be filed under one of the subheadings. A study of these items may indicate additional major headings or subheadings which should be added to the file because considerable information is coming in on those subjects. The advantage of this review is that it reduces the amount of material in the general and miscellaneous categories which may have to be reviewed each time the analyst is looking for information on specific subjects.

C-O-N-F-I-D-E-N-T-I-A-L

It is important that the analyst give some consideration to the number of major headings that he will have in his outline. If the outline has 25 major headings, there is likely to be relatively little material under each one, and it will be almost impossible for him or his file clerk to remember them all. By contrast, if his outline has only 3 major headings, it will be easy to remember them, but he will probably have to have an extremely detailed breakdown under each one, going into tertiary, quaternary, and even greater breakdowns. The ideal, therefore, is to have from 5 to 10 major headings. This number is small enough to remember but large enough so that there is not too much material under each^{major}/heading.

The advantage of using an outline is that the files can be set up at first for only the major headings. Later, as the file gets larger, subheadings can be inserted under the major headings. From the beginning, however, it is important to put the complete subject breakdown on each card so that when the secondary tabs are put in, it will not be necessary to re-read all the cards to write secondary headings on the cards.

Any subject breakdown, no matter how logical, will always leave some gray areas. The analyst will occasionally have considerable difficulty determining proper subject headings for some cards. In such cases, the best solution is to make copies of the card (whether it is a reference or a note card) and file them in every place where the information might have value. Even if an item is filed under a heading which is not entirely logical, it is important that the analyst be consistent about the headings given to information on a specific topic.

C-O-N-F-I-D-E-N-T-I-A-L

C. Regulating File Expansion

The problem of constantly expanding files is a serious one in most research offices. One administrative control on the problem has been that of making it almost impossible to get new file safes. There is good basis for this control, for almost any file, if reviewed objectively, can be reduced significantly in size. Even if there were no problem of space, it is still to the analyst's advantage to review his files periodically because it is easier to recover information in a minimum of time in smaller files.

This objective review of files should include at least the following considerations:

1. Eliminating Material Filed Elsewhere

A major question is whether or not the CIA Library or Registers are keeping, in readily available form, any of the material in the analyst's files. For example, the analyst may be keeping details on personalities in his field. But BR might have files on many of the same personalities, and after a brief conference with BR it might be possible for the analyst to turn over his own personality files to BR and from then ^{on be sure} that BR will file information on all important personalities in his field. Or the analyst may file information on all industrial installations and research institutes in his subject field. However, a comparison with IR files may show that the analyst's files have only a small part of the valuable information on these subjects and that most or all of his information is in IR files. In addition, the analyst may keep a file of attache trip reports on the USSR; but IR has all trip reports in its file, and it also has all the items of information from these trip reports filed in the appropriate town and installation folders.

C-O-N-F-I-D-E-N-T-I-A-L

The analyst may also find it profitable to make a check with other analysts whose subject matter overlaps his own. It may be possible to arrange an exchange of parts of files to eliminate these overlaps. The advantages of this review of his file are obvious: not only does it reduce the amount of material and the number of subjects in the file, but it also reduces the amount of inbox and filing work the analyst must do.

2. Eliminating Outdated Material

In some fields, material more than a few years old is of little or no value.* In other cases, basic data may have relatively little value after the analyst has published a major compilation of information on the field. Some sections of the files may no longer have value if the emphasis in the analyst's subject responsibility and the direction of his research have changed since the file was first started. The USSR now publishes books of statistics on many subjects, and this may permit destruction of extensive files of bits and pieces of information from which Soviet data were formerly estimated.

Many analysts keep drafts of reports that they have written. After a few years such files can take up a significant part of a safe drawer. When a report has been published there is generally no need for keeping first, second, and third drafts of the report.

* The fact that information is relatively old does not necessarily indicate that it is valueless. In fact, in some cases only old information is available for interpreting present events and statistics. If newer data are not available, old information may have value for determining methods of operation, permanent facilities, and production factors (such as production per man or machine), which change relatively slowly and which are essential in making estimates.

C-O-N-F-I-D-E-N-T-I-A-L

3. Eliminating Unused Materials

When the analyst reviews his files he will generally find one or more subject headings containing information which has never been used. Most analysts dislike throwing away such material. Bitter experience has shown them that in a number of cases information which was thrown away because it was never used was needed a short time later to fill a rush job which they were asked to do. The analyst may file information on certain subjects within his field for years without using it and suddenly will find that this part of his files is being used actively as a result of a shift in emphasis or of changes in the world picture. He knows that only a part of the material he has filed on the subject could ever be recovered from the Intellofax system, since much of it is generally not indexed for Intellofax. Such unused material should be retired to CIA Records Center from which it can be recalled if needed.

The operation of CIA Records Center has been developed so that now it can act as an annex to the analyst's files. Although the Records Center is outside the Washington area, it gives 24-hour service in recovering any part of the material which has been placed in storage; in an emergency the material can be placed in the analyst's hands within a few hours. The analyst should, of course, keep a list of the material retired to Records Center, with the Records Center file numbers, so that he can order part or all of his material simply by telephoning his Management Officer. Records Center maintains a record of the use of retired files, which assists in determining the final disposition of files after they have been stored for a number of years.

Another method of handling unused material is to microfilm it, if the expense ^{can be} justified, and to keep the microfilm in the files. The ideal

C-O-N-F-I-D-E-N-T-I-A-L

time to do this is when the files are microfilmed for Vital Records Storage. An extra copy of the microfilm can easily be made at that time. CIA Library has the 3M machine in which the analyst can read his microfilm reels, and he can then obtain a hard copy of any item by pressing a button on the machine.

4. Consolidating Materials

It may be possible to eliminate large volumes of certain types of material by consolidating the data contained in the material. Large volumes of daily, weekly, or monthly statistics might be combined into annual totals, and then the detailed data could be destroyed. For other types of information it may be possible to plot the data on a map or to make a tabulation, and then the detailed data could be discarded. A record should be kept of the documents on which these consolidations were based, so that the documents can be recovered from microfilms in the CIA Library, if necessary. Information on plants or other facilities can be consolidated into a plant study. The documents can then be discarded, after making a list of sources, since they can be recovered in IR and from microfilms in the Library.

5. Eliminating Unclassified Materials
unclassified

An increasing volume of information is being received by analysts, including periodicals, books, reports, and translations. Many analysts file these unclassified items in document folders in safes. But as the volume of unclassified information grows, it becomes increasingly important for the analyst to set up an unclassified document file and, perhaps, to obtain an unclassified filing cabinet for it. Unclassified information, in particular, must be reviewed frequently to eliminate duplicates, to discard last year's volume of statistics when this year's volume comes in, and to eliminate items

C-O-N-F-I-D-E-N-T-I-A-L

which have not been used for more than a year. Technical magazines on the Bloc should not be destroyed. Those no longer needed should be sent to the CIA Library, which will check them against gaps in its holdings and send unneeded copies to the Library of Congress.

6. Eliminating Unneeded Paper and Other Material

Many documents come to the analyst with a routing slip, a transmittal memo, and one or more duplicate copies. In most cases these items have no value and can be destroyed. If routing slips have any information of value, that information can usually be written on the cover of the document. Perhaps an even more profitable means of preventing wasted safe space is to eliminate those pages of a document which have no value to the analyst. This also saves time in the future, for then it is not necessary to scan through valueless information. Many bulky reports may contain only one or two pages of interest to the analyst. If the report is a retention copy, he can save those pages and the cover page and discard the remainder; if the document has further routing, he can order only those pages to be reproduced by the Library for his files. Even the removal of staples from one-page documents* and paper clips from stapled or bound multi-page documents saves considerable space.

E. Project Files

When the analyst begins work on a new project he may find it more efficient to set up a separate project file than to use his main files. Normally the project file should be set up according to the project outline, so the information can be filed according to the way in which it will be used when

* As indicated above, a staple requires space equal to the thickness of up to 15 sheets of bond paper.

C-O-N-F-I-D-E-N-T-I-A-L

C-O-N-F-I-D-E-N-T-I-A-L

the analysis and writing stages are reached. This method also has the advantage of quickly showing the analyst where his gaps in information are.

The project file may consist of document folders, card files, or both. When the tab headings have been made up according to the project outline, the analyst goes through the material in his regular document and/or card files to pull out everything that might be of value to the project. Some sections of his regular files probably will fit directly into his project files. But other sections may not fit so neatly. For example, his files may be set up according to types of machines produced, but the project outline may include a section on value of output, which would require that files on each machine be scanned for information on prices and that this information be extracted and filed in the project file under value of output. Occasionally there will be cards or documents which fit under two or more different sections of the project outline. In this case, the item may be filed under one heading and reference cards placed ^{under} / the other headings, or sufficient copies might be made (typed, thermoprinted, or ordered from the Library) so that the item appears in each section where it is appropriate.

As work on a project progresses, the project outline is usually modified somewhat, and the project file headings and the material under them should be changed at the same time.

25X1

25X1

In addition it may be necessary to set up files to be manipulated for various purposes. In such cases it may be advisable to use Keysort or Flexisort cards, particularly for establishing correlations; or if the volume of data is large, it may be possible to arrange with one of the Agency's IBM facili-

C-O-N-F-I-D-E-N-T-I-A-L

ties to punch the data on IBM cards and make various types of machine listings. The use of these systems for aiding analysis is discussed in Part F of this study.

When the project has been completed and published, it is necessary to dispose of project files. In many cases project files should be incorporated into the regular files because, ^{although} the information in the project file may have been exhaustively exploited for the project, this same information will have new values when viewed in the context of a new project or of a new problem.

If the future value of information in the project file is questionable, the files can be sent to Records Center, with instructions to destroy them after a certain date. If the analyst then finds that he does need the project files, he can recall them and incorporate them into his regular file. If he does not need them, Records Center will destroy them as instructed.